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Comprehensive review of the whole question of peacekeeping operations in all their aspects

Implementation of the recommendations of the Special Committee on Peacekeeping Operations

Report of the Secretary-General

Addendum

Summary

Pursuant to the request of the Special Committee on Peacekeeping Operations (see A/61/19/Rev.1, para. 232), the matrix contained in the present report provides an overview of the status of the recommendations contained in the report of the Special Committee on its 2011 substantive session (A/65/19). The matrix is supplemental to the report of the Secretary-General (A/66/619). A summary of each recommendation is given, as well as reference to the relevant paragraph in the report of the Special Committee.

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	Paragraph in A/65/19
I. Restructuring of peacekeeping operations	
1. The Special Committee, noting the increasing complexity of United Nations peacekeeping operations, urges the Secretariat to better develop strategic communication and operational-level public information activities to ensure continued support for United Nations peacekeeping and to better respond to public perceptions of peacekeeping's role and impact on the ground. The Public Affairs Section of the Department of Peacekeeping Operations led efforts in three key areas. First, it directly engaged the media on a proactive basis to explain the achievements and protect the reputation of United Nations peacekeeping. Second, through an expanded digital media strategy, the Secretariat launched a new United Nations peacekeeping website in January 2011 (in October 2011 700,000 visits were recorded, compared with a previous peak of about 500,000 visits), which became available in all six official languages in September. Also, six thematic campaigns were conducted to raise awareness of the achievements of the Department of Peacekeeping Operations and the Department of Field Support, with the use of public information material from field missions. Finally, the Secretariat held a senior public information meeting in Entebbe, Uganda, in April 2011, bringing all public information components in the missions together with Headquarters staff to ensure a consistent, focused public message and the full utilization of public information products.	33
II. Safety and security	
2. The Special Committee recognizes the critical role that Joint Operations Centres and Joint Mission Analysis Centres play in enhancing the safety and security of peacekeepers. In this regard, the Special Committee requests the Secretariat to report on the impact of Joint Operations Centres and Joint Mission Analysis Centres on mission performance in advance of the 2012 regular session. Since the promulgation of policies and guidelines for Joint Operations Centres and Joint Mission Analysis Centres in January 2010, the Peacekeeping Situation Centre has provided technical guidance and support to a number of missions on the effective implementation of the policies, with a view to enhancing the impact of Joint Operations Centres and Joint Mission Analysis Centres on mission performance. The Situation Centre will provide further details during the informal briefing scheduled for January 2012.	38
3. The Special Committee notes the improvements made in the United Nations Security Risk Management model threat assessment through the introduction of the Security Level System effective 1 January 2011. The Special Committee requests the Secretariat to submit a progress report on the implementation and efficiency of the new methodology during the 2012 regular session. The Special Committee also requests that threat assessments in the existing missions be provided on a regular basis during the scheduled meetings of troop- and police-contributing countries. The requested information will be covered at the informal briefing on safety and security in January 2012.	39

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4. The Special Committee takes note with interest of the fact that new guidelines for the conduct of boards of inquiry have been developed and requests the Secretariat to make these guidelines available to Member States. Copies of the guidelines were distributed to the Special Committee on 8 November 2011 and posted on the Committee's website.	40
5. The Special Committee requests the Secretary-General to prepare and submit to the General Assembly, by the end of November 2011, a further comprehensive report on all the processes involved in the investigation and prosecution of crimes committed against deployed United Nations peacekeepers. The comprehensive report of the Secretary-General (A/66/598) has been issued.	41
6. The Special Committee stresses that any information about an occurrence in the United Nations missions involving sickness, injury or death of a peacekeeper should be brought to the notice of the Permanent Mission of the concerned Member State in a detailed and timely manner. In this regard, the Situation Centre of the Department of Peacekeeping Operations is asked, upon the occurrence of the incident, to bring information to the notice of the concerned State as soon as possible. In accordance with the standard operating procedures on the notification of casualties, the Situation Centre provides an initial notification to Member States in the event of death or serious injury of uniformed United Nations personnel serving in field operations led by the Department of Peacekeeping Operations. This is followed by a formal and more detailed notification by the Office of Military Affairs or the Police Division. The Situation Centre ensures the prompt notification of casualties of uniformed personnel upon receipt of a confirmed report from a field operation. The Department of Peacekeeping Operations and the Department of Field Support are currently reviewing the casualty notification process, with a view to improving, among other things, the timeliness of notification.	42
7. The Special Committee notes with concern that some deployed troop formations continue to be stretched to cover geographical areas that exceed their capacities. Such practices not only threaten the safety and security of those troops, but also adversely affect their performance, discipline, command and control and capacity to implement the mandate. In this regard, the Special Committee requests the Department of Peacekeeping Operations to present, before its next session, an assessment of the causes of such deviations and, where appropriate, proposals regarding ways to remedy the situation and to ensure that the United Nations peacekeeping personnel are deployed in accordance with the agreed concepts governing operation and deployment arrangements. The Office of Military Affairs has considerably reduced the geographical spread in two major ways, namely, through enhanced oversight and expanded interaction with troop-contributing countries. The Office exercises oversight through various mechanisms, including by providing guidance materials; sponsoring military capability studies, which, among other things, provide Headquarters recommendations on the employment of forces, and advising affected troop-contributing countries	43

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accordingly; synchronizing the staff planning of the Office with Force headquarters; and encouraging the engagement of the senior leadership of the Office with Force Commanders. These and similar measures are designed to ensure Headquarters control and prevent the risk of missions making decisions on the employment of forces that may result in the issues outlined in the Committee's report. Interaction with troop-contributing countries has significantly improved as part of the New Horizon initiative. The Office has intensified its consultations with troop-contributing countries, especially in case of a change in mandate, concept of operation, rules of engagement or force requirements. The Office also consults with troop-contributing countries before and after technical assessment missions, military capability studies and other forms of assessment and studies. Furthermore, operational documents were recently updated in line with changes in the mandate.	
8. The Special Committee underlines the importance of thoroughly vetting local security personnel hired by peacekeeping missions, including for criminal and human rights violations and links to security companies. The Special Committee takes note of the proposal for the development of a vetting policy and in this regard, requests that it be kept informed of the work of the working group established by the High-level Committee on Management to take the lead in the research and development, as appropriate, of a vetting policy. As of November 2011, the Human Resources Network of the High-level Committee on Management had not tabled this issue. The Office of Legal Affairs has advised that such vetting cannot be limited to national security but must include all national staff.	44
9. The Special Committee takes note of the finalization of the draft policy on the use of monitoring and surveillance technology and related standard operating procedures and recognizes their importance in efforts to improve the safety and security of peacekeepers. The Special Committee looks forward to a report on the related legal, operational, technical and financial considerations, before implementation of the policy, including the element of the consent of the countries concerned with regard to the application of such means in the field. The use of monitoring and surveillance assets, if available, will be considered on a case-by-case basis. The Secretariat, with the Office of Military Affairs in the lead, will discuss this subject during a round-table session with Member States.	45
10. The Special Committee reiterates the need to further improve the joint standard operating procedures and other relevant policies so as to enhance the mechanisms in the Secretariat and the field for managing crisis situations in a well-coordinated and effective manner. In this regard it is suggested that, whenever possible, planned crisis response exercises be introduced in the missions and at Headquarters. The Special Committee requests the Secretariat to submit a report on these efforts for its consideration during the 2012 regular session. The Department of Peacekeeping Operations and the Department of Field Support are actively engaged in a number of streams of work aimed at enhancing crisis	46

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response and management at Headquarters and in field operations. Relevant activities include the review of crisis-related policies and guidance, contingency planning, crisis preparedness training, business continuity planning, staff and victim support and the establishment of a common United Nations operations and crisis centre. The centre will draw from existing capacities from the Executive Office of the Secretary-General, the Department of Peacekeeping Operations, the Department of Field Support, the Department of Safety and Security, the Department of Political Affairs, the Department of Public Information, the Office for the Coordination of Humanitarian Affairs and the United Nations Development Programme. For example, the Situation Centre has held crisis response cell training for mission staff in advance of the recent elections in the Democratic Republic of the Congo and Liberia. The Department of Peacekeeping Operations and the Department of Field Support will provide further details during the informal briefing scheduled for January 2012.	
III. Conduct and discipline	
11. The Special Committee requests that continued efforts be undertaken to enforce the rules and regulations governing misconduct so as to preserve the image, credibility, impartiality and integrity of the United Nations and, in this regard, looks forward to the annual report of the Secretary-General on special measures for protection from sexual exploitation and sexual abuse The requested report (A/65/742) was issued in February 2011, and a follow-up report will be issued in February 2012.	49
12. The Special Committee takes note of the efforts being undertaken by the Secretariat to standardize a process for notifying Member States of serious allegations of misconduct involving uniformed personnel deployed as experts on mission. The Special Committee requests that the guidance for field missions be finalized expeditiously so as to ensure that this process of notification is implemented effectively and efficiently, and also requests that the Secretariat report on this matter at its next substantive session. On 30 August 2011, all peacekeeping missions were formally reminded that they were to immediately report to the Department of Peacekeeping Operations and the Department of Field Support all serious allegations of misconduct, identified as those matters that would be classified as Category 1 by the Office of Internal Oversight Services, to enable notification of Member States by means of a note verbale sent to the Permanent Mission of the Member State whose national is alleged to be involved.	54
13. Stressing the importance of eliminating all forms of misconduct, the Special Committee remains concerned about new cases of misconduct reported, including sexual exploitation and abuse, and about the number of outstanding allegations still awaiting investigation, and encourages continued efforts to address this backlog, in accordance, where applicable, with the new model memorandum of understanding. ... The Special Committee looks forward to a more comprehensive analysis of the raw data in the forthcoming report this year on special measures for protection from sexual exploitation and abuse, and requests that the measures	59

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for protection from sexual exploitation and abuse be made available before the end of 2011. The Department of Peacekeeping Operations and the Department of Field Support continue to implement the United Nations three-pronged strategy to eliminate sexual exploitation and abuse: prevention of misconduct, enforcement of United Nations standards of conduct and remedial action. Training, awareness-raising activities and preventive measures at the mission level are at the centre of the actions taken by peacekeeping missions to prevent sexual exploitation and abuse. With regard to enforcement, complaint reception mechanisms are in place, and all complaints alleging misconduct are referred for investigation. When allegations are substantiated, they are referred for disciplinary action either by the United Nations in the case of civilian personnel or by Member States in the case of uniformed personnel, or referred for criminal accountability through Member States. Remedial action is effected through the implementation of the United Nations Comprehensive Strategy on Assistance to Victims of Sexual Exploitation and Abuse by United Nations Staff and Related Personnel, using resources available to in-country networks and focal points on sexual exploitation and abuse under the United Nations country team for each peacekeeping mission.	
14. The Special Committee recalls the adoption by the General Assembly of resolution 62/214 containing the United Nations Comprehensive Strategy on Assistance and Support to Victims of Sexual Exploitation and Abuse by United Nations Staff and Related Personnel. ... The Special Committee requests an update on progress in the implementation of the Comprehensive Strategy before its 2012 substantive session. As reported in the latest report of the Secretary-General on special measures for protection from sexual exploitation and sexual abuse (A/65/742), more needs to be done to ensure a United Nations system-wide implementation of the Strategy. The Secretariat is developing a framework that outlines the basic support services available at the mission and country levels, as well as the various actors, including United Nations common system partners and local institutions, that can provide assistance to victims. Fundamental to getting this framework into action is the designation of in-country networks and focal points on sexual exploitation and abuse under the United Nations country team. The Secretary-General is committed to using the resources that the Member States have appropriated for conduct and discipline matters to reach out to stakeholders in the mission area, so that there is improved awareness within the local communities and better reporting of allegations. These efforts will include outreach to the resident coordinator, under the auspices of whom the in-country network on protection from sexual exploitation and abuse would function. The Inter-Agency Standing Committee Task Force on Protection from Sexual Exploitation and Abuse has also committed to implementing the Strategy and will also be involved in contributing to the framework.	60

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15. The Special Committee, recalling paragraph 63 of its previous report (A/64/19), takes note of the information provided in the addendum to the report of the Secretary-General (A/65/680/Add.1) regarding the outcome of the review completed in June 2010 under the auspices of the Inter-Agency Standing Committee. The Special Committee encourages enhanced leadership of the Inter-Agency Standing Committee Task Force. The Special Committee requests an update on progress in implementation of the United Nations Comprehensive Strategy on Assistance and Support to Victims of Sexual Exploitation and Abuse by United Nations Staff and Related Personnel before its 2012 substantive session. See comments provided under paragraph 60.	63
IV. Strengthening operational capacity **General** **16. The Special Committee emphasizes the need for a comprehensive and inclusive discussion within the Committee on all aspects of the ways and means to enhance the effectiveness of peacekeeping missions, including by addressing the requirement for peacekeeping missions to be able to deter, through the posture they adopt and the actions they take, threats to the implementation of mandates, safety and security of peacekeeping personnel, and ongoing peace processes, in accordance with the Charter of the United Nations and the guiding principles outlined in [section V] of this report.** A summary report of the regional conferences on deterrence, use of force and operational readiness will be provided in conjunction with informal briefings to the Special Committee to facilitate discussions, consolidate thoughts and incorporate the wider strategic viewpoint of the Committee in support of the development of guidance material for missions and troop-contributing countries.	65
17. The Special Committee takes note with satisfaction of the Secretariat's ongoing work on the development of a comprehensive capability-driven approach with the aim of improving overall performance in the field. The Special Committee encourages the Secretariat to continue its work in this regard, in close cooperation with troop- and police-contributing countries, and to report back to the Committee on the progress achieved. Through workshops and consultations with Member States, the Secretariat continues to implement a comprehensive framework for capability development aimed at improved performance on the ground. Ongoing activities are focused on developing operational guidance and baseline capability standards for different peacekeeping functions, generating and sustaining critical resources, and strengthening training across all components with the support of Member States. An informal briefing will be provided to the Special Committee.	66

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18. The Special Committee takes note of the Secretariat's efforts in initiating the three-pronged pilot project for the design and testing of a methodology for capability standards development for infantry battalions, staff officers and military medical support ... and looks forward to the finalization and consideration of these baseline operation standards prior to the commencement of the next substantive session of this Committee. The Secretariat continues to work with Member States on the development of capability standards in the three pilot areas, including through periodic briefings and consultations. Initial standards for the three components are expected to be completed early in 2012, with roll-out and implementation progressing during the year. A review of the pilot outcomes and methodology is planned for 2012 and will inform future work on the development of capability standards for different peacekeeping components.	67
19. The Special Committee recommends that the Secretariat complete the recruitment of appropriately qualified personnel for established Joint Operations Centres and Joint Mission Analysis Centres posts as a matter of priority, while being mindful of the need for continuity of personnel in these posts. The Special Committee encourages the Secretariat to continue working on developing and delivering training to the personnel of Joint Operations Centres and Joint Mission Analysis Centres. The Special Committee stresses that all mission components should ensure that information is shared with Joint Operations Centres and Joint Mission Analysis Centres in a timely fashion, in order to enable those bodies to effectively carry out their functions. Similarly, Joint Operations Centres and Joint Mission Analysis Centres should ensure that their product is provided to mission senior leadership in a timely manner. The Peacekeeping Situation Centre has been supporting the Office of Human Resources Management and missions in recruiting appropriately qualified personnel to established posts in Joint Operations Centres and Joint Mission Analysis Centres. The Situation Centre worked with the Nordic Defence Cooperation in delivering the annual training course for Joint Mission Analysis Centres in December 2011 and has undertaken a training needs assessment for Joint Operations Centres. The Situation Centre will provide further details during the informal briefing scheduled for early 2012.	70
Military capacities	
20. The Special Committee notes with interest the ongoing study being conducted ... [to change] the way in which helicopters are generated, contracted, reimbursed and operated. The Special Committee requests that this review process be conducted in close consultation with Member States, particularly the troop-contributing countries. It further requests that this review be completed by 31 July 2011 and that its findings be presented to the Special Committee as soon as possible thereafter. An informal briefing was provided to the Special Committee on 26 July 2011, and a second briefing will be provided in advance of the Committee's upcoming session.	73

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21. The Special Committee calls upon the Department of Peacekeeping Operations and the Department of Field Support to build on the success of existing bilateral and multilateral initiatives as a means of encouraging Member States to develop mutually beneficial cooperation agreements on enlarging the base of troop-contributing countries. The Secretariat continues to engage current and prospective contributors on their participation in United Nations peacekeeping operations, including through the encouragement of strategic partnerships in support of expanding the contributor base. An analysis of existing and prospective mechanisms to better match potential contributors and providers of capacity-building assistance was carried out in 2011 and will inform ongoing Secretariat support to Member States processes.	74
22. The Special Committee notes the gap lists produced by the Secretariat aimed at identifying and communicating critical requirements in the missions and looks forward to having the results of the impact assessment of the production of such lists before the end of 2011. The assessment should also include an evaluation of the effectiveness of the United Nations Standby Arrangements System in helping to fill capacity gaps In the impact assessment of the production of gap lists, completed in 2011, it was recommended that the Secretariat adjust and augment a range of existing processes to improve the communication of critical resource requirements to Member States. Steps proposed included the use of updated Web-based technology to improve Member State access to and assessment of regularly updated data on critical gaps. The production of periodic "gap reports" was also recommended in order to provide: (a) a summary of gap list changes since the previous report; (b) a description of the impact that key gaps have on mandated tasks; and (c) a trend analysis of likely future gaps, to help Member States be more forward-looking in planning contributions. The issue of coordination of capacity-building efforts for troop-contributing countries was also evaluated, with findings indicating that the Secretariat should initially consider taking a scaled approach to such processes, beginning with mission-specific coordination systems. A focal point has been designated within the Office of the Assistant Secretary-General for Peacekeeping Operations to further develop these approaches, in close consultation with other divisions of the Department of Peacekeeping Operations and the Department of Field Support and with Member States. An evaluation of the impact of the United Nations Standby Arrangement System in helping to fill capacity gaps is also under way and will be reported on at the 2012 substantive session of the Special Committee.	75
United Nations police capacities	
23. The Special Committee requests the Secretariat to prepare a comprehensive report on the functioning of the Police Division of the Department of Peacekeeping Operations and the challenges faced by the police components in the United Nations peacekeeping missions and to present that report to the Committee before the end of 2011. The report of the Secretary-General on the United Nations police (A/66/615) is forthcoming.	78

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24. The Special Committee takes note of the approval of the revised policy on formed police units in United Nations peacekeeping operations and encourages the Secretariat to implement that policy in order to ensure efficient and effective use of formed police units in the conduct of their mandated tasks. The Special Committee requests the Secretariat to provide a briefing on the implementation of the policy in all relevant fields. A standard operating procedure on the assessment of formed police units in line with the new policy on formed police units is under development.	81
25. The Special Committee recognizes the growing need to build institutional police capacity in post-conflict environments and notes the ongoing work undertaken by Member States, the International Criminal Police Organization (INTERPOL) and the Secretariat. In this regard, the Committee emphasizes that the process should be carried out in consultation with and driven by Member States. Agreed and addressed in the briefing mentioned in the response to paragraph 83 below.	82
26. Informal briefings given during the 2011 session of the Special Committee mentioned that the Police Division was contemplating the development of a strategic doctrinal framework, as recommended by the Office of Internal Oversight Services in its report AP2007/600/01. The Special Committee requests a formal briefing before the commencement of this work. A briefing was provided to the Special Committee on 8 September 2011.	83
27. The Special Committee requests that a briefing be provided to it on the peacekeeping-related aspects of the report of the Secretary-General on the implementation of the mandates of the United Nations crime prevention and criminal justice programme, with particular reference to the technical cooperation activities of the United Nations Office on Drugs and Crime (A/65/116). An informal briefing will be provided in coordination with the United Nations Office on Drugs and Crime prior to the substantive session of the Special Committee.	86
V. Strategies for complex peacekeeping operations **General**	
28. The Special Committee recognizes the important role of civil affairs officers in United Nations peacekeeping operations. ... The Special Committee notes that successful implementation of many peacekeeping mandates requires consistent engagement with the local government and population and stresses that the inclusion of local staff in civil affairs components has been important. The Special Committee encourages the Secretariat to continue ongoing efforts to support the work of civil affairs officers, and requests that it continue to be informed of progress in this area.	96

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In 2011 the Secretariat finalized a handbook for civil affairs officers and conducted extensive consultations with peacekeeping missions regarding its content. The handbook, which outlines tips, skills and good practices for implementing the three core roles of civil affairs officers, will be launched early in 2012. The Secretariat has continued to develop and facilitate tailored in-mission skills training for civil affairs components after piloting this new approach in 2010.	
Peacebuilding issues and the Peacebuilding Commission	
29. The Special Committee looks forward to the finalization of a strategy for critical early peacebuilding tasks undertaken by peacekeeping missions, which is being developed by the Secretariat. The Special Committee calls for Member States and United Nations agencies, funds and programmes to be consulted throughout the process, and underlines the need for specific peacebuilding tasks undertaken by peacekeeping missions to be based on the priorities of the country concerned and on the specific context.	101
Copies of the strategy were distributed to the Special Committee on 14 October 2011, and the strategy was discussed by the Peacebuilding Commission on 25 October 2011. During its preparation, the strategy was discussed with key United Nations agencies and departments, as well as with the World Bank, at meetings convened by the Peacebuilding Support Office. A Department of Peacekeeping Operations/Department of Field Support Steering Committee was established to oversee its implementation.	
30. The Special Committee takes note of the presidential statement of 12 February 2010 (S/PRST/2010/2) and notes the efforts of the Security Council to improve its practices in order to ensure a successful transition from a peacekeeping operation to other configurations of the United Nations presence. ... In this regard, the Special Committee reiterates the importance of generating lessons learned and requests the Secretariat to report on how these lessons have been taken on board in order to ensure a smooth transition from a peacekeeping operation to other configurations of the United Nations presence.	111
The Department of Peacekeeping Operations and the Department of Field Support held a workshop in February 2011 with mission staff on lessons learned and best practices on transitions, including national and United Nations planning, capacity-development, staff management and communication and outreach. These lessons are informing the review of United Nations guidance materials, such as the Liquidation Manual and the guidelines on the integrated mission planning process, and informing operational support to missions preparing for transition.	
Disarmament, demobilization and reintegration	
31. The Special Committee commends the efforts to find innovative approaches ..., as described in the study on second-generation disarmament, demobilization and reintegration produced by the Department of Peacekeeping Operations. The Special Committee encourages the Secretariat to continue to develop and apply such approaches in relevant contexts and looks forward to the development of	118

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guidance for the field on fostering the effective implementation of the second-generation practices. In keeping with the work of developing second-generation disarmament, demobilization and reintegration approaches and guidance, the Disarmament, Demobilization and Reintegration Section of the Department of Peacekeeping Operations completed a feasibility study in June 2011 on the implementation of the community violence reduction approach in South Sudan, which included the participation of the Chief of the Community Violence Reduction Section in the United Nations Stabilization Mission in Haiti (MINUSTAH), where the approach has proven successful. Six community violence reduction pilot projects were subsequently included in the budget of the United Nations Mission in South Sudan (UNMISS) for 2012. In addition, the latest Security Council mandate for Côte d'Ivoire clearly draws upon the study on second-generation disarmament, demobilization and reintegration, including specific reference to the community violence reduction approach.	
32. The Special Committee welcomes the release of the report of the Secretary-General on disarmament, demobilization and reintegration (A/65/741) and appreciates the fact that the civilian reintegration of ex-combatants continues to pose particular challenges, requiring concerted efforts to help rapidly jump-start the economy in order to create employment opportunities for ex-combatants and the wider community. ... The Special Committee would welcome the advice of the Peacebuilding Commission when taking up this report. The report of the Secretary-General on disarmament, demobilization and reintegration (A/65/741) was issued on 21 March 2011.	119
33. The Special Committee recognizes the importance of the Integrated Disarmament, Demobilization and Reintegration Standards in supporting the planning and implementation of disarmament, demobilization and reintegration programmes supported by the United Nations. ... The Special Committee also notes the importance of continuing work in the areas of reintegration of ex-combatants and the connection between disarmament, demobilization and reintegration and peace processes, and requests the Secretariat to keep the Committee informed on these developments. The report of the Secretary-General on disarmament, demobilization and reintegration (A/65/741) focused on reintegration, while the Disarmament, Demobilization and Reintegration Section, in collaboration with the United Nations Development Programme, is updating and redrafting the reintegration module of the Integrated Disarmament, Demobilization and Reintegration Standards. At the same time, work on the connection between disarmament, demobilization and reintegration and peace processes is ongoing, with a module on the subject scheduled to be published as part of the Standards in mid-2012.	120
34. The Special Committee notes the need for greater use of existing mechanisms, such as temporary assignments, between the Secretariat and agencies, funds and programmes involved in disarmament, demobilization and reintegration, so as to increase the availability of relevant staff at critical early stages, and ensure their	121

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timely arrival on the ground to support the design and implementation of disarmament, demobilization and reintegration programmes. The Disarmament, Demobilization and Reintegration Section of the Department of Peacekeeping Operations has conducted six rounds of competitive written exercises and interviews in 2010 and 2011, the results of which were sent to the Field Central Review Board to populate its roster of cleared candidates in the area of disarmament, demobilization and reintegration for immediate deployment to United Nations missions. Work is also ongoing in the Inter-Agency Working Group on Disarmament, Demobilization and Reintegration on a coherent "One United Nations" approach to make staff available from the Secretariat, as well as from agencies, funds and programmes at the earliest stages of disarmament, demobilization and reintegration programmes.	
Security sector reform **35. The Special Committee encourages the Secretariat to elaborate guidance on all aspects of security sector reform, in consultation with Member States, and stresses the importance of the development of such guidance on the basis of lessons learned and best practices. The Special Committee requests the Security Sector Reform Unit to continue to provide briefings on the development of such guidance, as well as on its activities, during its 2012 session, in particular the support provided to missions in the field.** The Department of Peacekeeping Operations promulgated a policy on United Nations support to nationally led defence sector reform efforts on 2 August 2011. Member States were consulted during the policy's development, including through the Military and Police Advisers Community and three Member State events on defence sector reform hosted by the Permanent Missions of Malaysia and the Netherlands. The Department has coordinated the development of four integrated technical guidance notes on security sector reform in the context of the inter-agency Security Sector Reform Task Force, as presented to the Special Committee during its 2011 substantive session. A briefing will be provided during the 2012 substantive session of the Committee.	126
36. The Special Committee reaffirms its support for the development of a United Nations roster of senior security sector reform experts. ... The Special Committee underlines the need for greater efforts by the Security Sector Reform Unit to ensure that the roster adequately reflects capacities in developing countries, particularly from those regions not currently represented. The Special Committee requests that the Security Sector Reform Unit provide an analysis of the roster's performance in its 2012 session. A briefing will be provided in advance of the 2012 substantive session of the Special Committee.	129

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Rule of law	
37. The Special Committee takes note with appreciation of the activities undertaken by the Office of Rule of Law and Security Institutions, and reiterates its request for a written analysis of how the Office's work contributes to closer coherence and synergies among its own sections and between other United Nations actors for more effective delivery on rule-of-law mandates. The requested written analysis will be circulated to the Special Committee in the form of a non-paper.	142
38. The Special Committee welcomes the creation of the Justice and Corrections Standing Capacity and its co-location with the Standing Police Capacity, and requests an update on progress made in the establishment and initial operations of the Justice and Corrections Standing Capacity and the extent to which it is able to meet demand for capacity in the rule-of-law sector. An informal briefing on the establishment and initial operations of the Justice and Corrections Standing Capacity will be provided to the Special Committee in January 2012.	143
39. The Special Committee takes note with appreciation the development of the United Nations Rule of Law Indicators instrument and the completion of pilot phases. The Special Committee encourages the Secretariat to implement them in peacekeeping operations as planned. The Special Committee requests periodic updates on the use of the indicators and an assessment of how they have supported national justice strategies to strengthen the rule of law and assisted rule-of-law planning and assistance in peacekeeping contexts. All permanent missions were invited to attend a briefing on the Rule of Law Indicators for the official launch of the project in July 2011. The implementation of the project is ongoing in Haiti, Liberia and South Sudan, and detailed reports for each country should be completed by June 2012. A briefing will be provided to Member States and the Special Committee immediately thereafter	145
40. The Special Committee welcomes the guidelines for reviewing the justice and corrections components of peacekeeping operations adopted by the Department of Peacekeeping Operations in 2009, which have been used for review visits to the field. The Special Committee requests the Secretariat to provide a briefing on the findings of the regular reviews undertaken. An informal briefing on the review visits to justice and corrections components in peacekeeping operations will be provided to the Special Committee in January 2012.	146.
41. The Special Committee takes note of the work of the Department of Peacekeeping Operations in developing a concept to support national authorities in establishing temporary prison facilities in the immediate aftermath of conflict or in response to natural disasters, when required, and requests the Secretariat to provide information on the elaboration of the concept prior to its next session. The	147

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Special Committee calls for Member States to be consulted throughout the development of this concept. A series of briefings were provided to Member States in 2010. During 2011, it appeared that the proposed International Corrections and Prisons Association concept was too costly. The Office of Rule of Law and Security Institutions of the Department of Peacekeeping Operations is consulting with the International Corrections and Prisons Association and the United Nations Office for Project Services to develop a portfolio of options. The completion of the portfolio and its presentation to Member States is scheduled for mid-2012.	
Gender and peacekeeping	
42. The Special Committee calls on the Department of Peacekeeping Operations to develop a forward-looking strategy, taking into consideration the Secretary-General's report on women and peace and security (S/2010/498), the Secretary-General's report on women's participation in peacebuilding (A/65/354-S/2010/466) and the Department of Peacekeeping Operations "Ten-year impact study on implementation of Security Council resolution 1325 (2000) on women, peace and security in peacekeeping". The Special Committee appreciates the "Open Days" organized by several field missions and further calls on the Department of Peacekeeping Operations to establish, as a regular practice, the convening of Open Days in field operations. A draft forward-looking strategy has been prepared and is being circulated internally for comments. Open Days were organized by several field missions in 2011 as a matter of regular practice.	148
43. The Special Committee welcomes the completion and dissemination of the Department of Peacekeeping Operations/Department of Field Support Guidelines for Integrating a Gender Perspective into the Work of the United Nations Military in Peacekeeping Operations, with a view to facilitating the implementation of the aforementioned resolutions, as well as the implementation strategy prepared by the Office of Military Affairs, and looks forward to receiving information from the Department of Peacekeeping Operations, and in particular the Office of Military Affairs, with respect to the implementation of and level of compliance with the Guidelines, and their impact on the work of the military component in the various peacekeeping missions. Three gender training modules have been drafted as part of the efforts made to implement and comply with the Guidelines. An associate expert who will lead the process of measuring the implementation and the level of compliance with the Guidelines has been selected.	149
44. The Special Committee takes note with appreciation of the gender training strategy developed by the Department of Peacekeeping Operations and requests its expeditious implementation. ... The Special Committee requests the Department of Peacekeeping Operations to furnish information to the Committee on the implementation of the training strategy and its impact in the field.	152

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The implementation of the gender training strategy is ongoing. Training material on gender for civilian staff has been piloted in a training-of-trainers programme held in Ghana; an online training course on gender and peacekeeping is under development; and training material for military personnel has been developed and validated in a workshop held in October 2011, which was attended by representatives from a number of troop-contributing countries.	
45. The Special Committee looks forward to the establishment of the monitoring, analysis and reporting arrangements on conflict-related sexual violence and calls on the Department of Peacekeeping Operations to support the operationalization of these arrangements, including through close cooperation with all relevant United Nations actors, including the Special Representative of the Secretary-General on Sexual Violence in Conflict, the Special Representative of the Secretary-General for Children and Armed Conflict and United Nations Action Against Sexual Violence in Conflict. This matter will be addressed in both the informal and formal briefings on gender. Provisional guidance for the development of monitoring, analysis and reporting arrangements on conflict-related sexual violence and an analytical and conceptual framing of conflict-related sexual violence were developed by the Office of the Special Representative of the Secretary-General on Sexual Violence in Conflict in collaboration with United Nations Action Against Sexual Violence in Conflict (of which the Department of Peacekeeping Operations is a member) and disseminated to relevant missions in August 2011. Close cooperation is taking place with all actors, including the Office of the United Nations High Commissioner for Human Rights (OHCHR).	154
46. The Special Committee requests a briefing by the Secretariat by the end of 2011 on the women's protection advisers as mandated by Security Council resolution 1888 (2009), including their terms of reference and progress in, and possible challenges to, their deployment and work. This matter will be addressed in the informal and formal briefings on gender scheduled for January 2012. Terms of reference have been developed for women's protection advisers by the Department of Peacekeeping Operations in collaboration with OHCHR, the Office of the Special Representative of the Secretary-General on Sexual Violence in Conflict and the Department of Political Affairs and disseminated to missions.	154
47. The Special Committee welcomes the efforts of the Department of Peacekeeping Operations to update training programmes for military, police and civilian peacekeeping personnel to ensure that they include operational guidance on protecting women and girls from sexual violence. The Special Committee also urges the Department of Peacekeeping Operations to finalize and ensure the effective use of the operational guidance on the prevention of, protection from and response to sexual violence in conflict. A standardized training curriculum for police officers on investigating and preventing sexual and gender-based violence has been finalized, and four training-of-trainer courses were conducted. A specific scenario-based exercise on sexual and	155

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gender-based violence was developed in collaboration with the United Nations Entity for Gender Equality and the Empowerment of Women and has been incorporated into the training package on the protection of civilians (see response to para. 180). Scenario-based training for troop-contributing countries is ongoing. The operational guidance is in the process of being finalized for dissemination to missions led by the Department of Peacekeeping Operations for their input, following the recent finalization and dissemination of the provisional guidance on monitoring, analysis and reporting on conflict-related sexual violence, the analytical framing of conflict-related sexual violence and terms of reference for women's protection advisers.	
Children and peacekeeping	
48. The Special Committee looks forward to the early finalization of the policy implementation plan for the Department of Peacekeeping Operations' Policy Directive on Mainstreaming the Protection, Rights and Well-being of Children Affected by Armed Conflict, including training programmes and materials. The policy implementation plan has been finalized in consultation with all relevant offices. It will be rolled out upon its endorsement by senior management. The Department of Peacekeeping Operations launched a joint project with the United Nations Children's Fund, Save the Children Sweden and the Office of the Special Representative of the Secretary-General for Children and Armed Conflict to update training materials on child protection for peacekeeping personnel, including a workshop with training experts from troop-contributing countries and child protection experts to validate the updated core predeployment tools and specialized training curriculum in Brindisi, Italy, in February 2012.	158
49. The Special Committee requests the Department of Peacekeeping Operations and field missions to continue to provide all necessary support to the Special Representative of the Secretary-General for Children and Armed Conflict and the Special Representative of the Secretary-General on Sexual Violence in Conflict and closely collaborate with them on the monitoring and reporting mechanisms as key components of overall child protection efforts. The Special Committee invites the Special Representative of the Secretary-General for Children and Armed Conflict to brief the Special Committee prior to its next substantive session and, as appropriate, at mission-specific meetings organized by the Department of Peacekeeping Operations with troop- and police-contributing countries. The Special Representative of the Secretary-General for Children and Armed Conflict will be invited to an informal briefing in advance of the 2012 substantive session.	160

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HIV and other health-related issues and peacekeeping	
50. The Special Committee requests the Department of Peacekeeping Operations and the Department of Field Support to continue to provide an annual detailed briefing to the Special Committee on the progress made in dealing with health-related issues in peacekeeping operations. The Medical Services Division will compile the relevant data for submission to the Special Committee at the annual briefing. In addition, a joint informal briefing on HIV/AIDS by the Department of Peacekeeping Operations and the Joint United Nations Programme on HIV/AIDS will be provided to the Special Committee and will include causes, rates and standardized data collection and reporting on HIV/AIDS-related repatriation and mortality in field missions.	163
51. The Special Committee takes note of the efforts of the Department of Peacekeeping Operations and the Department of Field Support to develop guidelines and policies on occupational health, as one possible means of reducing illness and injuries and enhancing the safety and well-being of peacekeeping personnel in the field. The Special Committee requests information, prior to its next session, regarding progress in this regard, including results of the implementation of occupational health guidelines in the field and any resultant decrease in illness and injury. The Medical Services Division completely revised the medical policies and guidelines on the United Nations system response to global pandemics. From September 2009 to October 2010, the Division coordinated a project involving multiple Secretariat departments and offices, alongside United Nations funds, agencies and programmes, to procure and deploy H1N1 vaccines and ancillary products to United Nations duty stations in locations with sub-optimal medical infrastructure. At the annual conference of Chief Medical Officers in Brindisi, Italy, this year, the Chief Medical Officers were issued guidelines on and templates for writing the medical part of missions' mass casualty plans.	165
Quick-impact projects	
52. The Special Committee encourages the Secretariat to continue work on the review of the Policy Directive [for Quick-Impact Projects], taking into account the relevant General Assembly resolutions, in particular resolution 61/276. The Secretariat is revising the Policy Directive for Quick-Impact Projects (February 2007) on the basis of lessons learned, taking into account discussions on quick-impact projects in the Special Committee and in the Fourth and Fifth Committees. Revisions to the policy will be completed by January 2012.	171
Other mandated tasks, including the protection of civilians	
53. The Special Committee expresses its concern at the length of time that it has taken for development of the draft resource and capability requirements for the implementation of protection-of-civilians mandates in United Nations	175

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peacekeeping operations. The Special Committee underlines the need for appropriate consideration thereof by Member States and encourages the Secretariat to continue to consult troop- and police-contributing countries, as well as other relevant actors within the matrix. The Department of Peacekeeping Operations and the Department of Field Support have held technical consultations with the relevant offices in the Secretariat in order to ensure that the full complement of resources and capabilities required for the implementation of protection-of-civilians mandates is captured in the draft matrix. All missions with protection-of-civilians mandates have also been consulted, and their feedback has been incorporated into the document. Both Departments are planning to hold focused consultations with troop and police contributors and other partners on the draft matrix in January 2012 to ensure that their views are incorporated therein.	
54. The Special Committee continues to recognize the importance of the development and updating, as appropriate, by all peacekeeping missions with protection-of-civilians mandates of comprehensive protection strategies incorporated in the overall mission implementation plans and contingency plans, in consultations with the host Government, local authorities, troop- and police-contributing countries, and other relevant actors, and requests those that have not yet carried out this task, to do so. Four peacekeeping missions have developed or are revising their comprehensive protection-of-civilians strategies, and two missions are undertaking preparations for the drafting of their strategies. One mission is consolidating its various protection assessments and action plans to provide a basis for the drafting of a comprehensive protection-of-civilians strategy. One mission will be finalizing its strategy following a technical assessment mission scheduled for early 2012.	176
55. The Special Committee takes note of the Framework for Drafting Comprehensive Protection of Civilians Strategies in United Nations Peacekeeping Operations as a practical tool for the development of mission-wide protection strategies. The Special Committee requests the Secretariat to continue consulting with Member States and all relevant actors on the Framework in order to continue to improve it, based on developments in the field and lessons learned, with due consideration of the full range of views of Member States, with the Framework to be updated as required. In August 2011, the Secretariat shared the Framework with relevant peacekeeping missions and partners in order for it to be utilized in the development or revision of mission-wide protection-of-civilians strategies. The Framework will continue to be improved on the basis of good practices and lessons learned from the field.	177
56. The Special Committee notes that some peacekeeping missions have developed benchmarks to measure progress in achieving all mandated tasks, including protection of civilians. The Special Committee requests further information on how such tools can help peacekeeping operations highlight the ways and means required to support continued implementation of these tasks. Since the Security Council's initial requests in 2003 for reporting on progress against benchmarks in Kosovo and Sierra Leone, the concept of measuring peace consolidation has come to embrace a broad range of peacebuilding contexts and	178

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activities. At present there are six peacekeeping operations that have benchmarks, namely, MINUSTAH, the African Union-United Nations Hybrid Operation in Darfur (UNAMID), the United Nations Mission in Liberia (UNMIL), the United Nations Integrated Mission in Timor-Leste (UNMIT), the United Nations Operation in Côte d'Ivoire (UNOCI) and the United Nations Organization Stabilization Mission in the Democratic Republic of the Congo (MONUSCO). In some of these cases, including in UNMIT and UNMIL, benchmarks have been used in the context of the mission's exit strategy, and in others (MONUSCO, UNOCI and UNAMID), they have included certain objectives pertaining to the protection of civilians, which must be met prior to the mission's withdrawal.	
57. The Special Committee recognizes the importance of improving planning processes as well as training, and recalls its request to the Secretariat to develop, as appropriate, training modules for all mandated tasks, including protection of civilians, for peacekeeping personnel, including senior mission leadership before and during deployment, based on lessons learned from past and existing peacekeeping missions and case analysis. The training package on the protection of civilians has been finalized and shared with the Special Committee. A detailed overview was also provided in the briefing on training on 17 October 2011. The training package has been posted on the Peacekeeping Resource Hub (www.peacekeepingbestpractices.unlb.org/) and made available to all troop- and police-contributing countries and training institutes. The first regional training of trainers on the protection of civilians was held in November 2011, and the Integrated Training Service is consulting with partners, such as the United Nations Institute for Training and Research (UNITAR) and Member States, on a broader roll-out of the package, including possible development of an e-learning protection-of-civilians package.	180
58. The Special Committee requests the Secretary-General to submit proposals on how to improve the ability of existing peacekeeping missions to respond to situations adversely affecting civilians, including all the necessary logistic support and training required for troop-contributing countries. A wide range of efforts have been undertaken by the Secretariat to assist peacekeeping missions in more effectively responding to situations adversely affecting civilians. These include the Framework for Drafting Comprehensive Protection of Civilians Strategies, which ensures that missions are oriented to the task and reminds missions of the need to assess the adequacy of their resources to protect civilians; the recently finalized protection-of-civilians training modules; and the draft resource and capability matrix, which inventories the human and material resources, as well as the training and preparedness required to implement protection-of-civilians mandates.	181
VI. Cooperation with troop-contributing countries	
59. The Special Committee urges the Secretariat to consult with troop-contributing countries in a timely manner when planning any changes in the military tasks, mission-specific rules of engagement, operational concepts or the command and control structure that would have an impact on the personnel, equipment, training and logistics requirements, so as to enable troop-contributing countries	185

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to contribute their advice in the planning process and to ensure that their troops have the capacity to meet the new demands. The Secretariat has been keeping the troop-contributing countries informed in a timely manner of the changes in strategic concepts of operations, rules of engagement and force requirements, in line with the mandates authorized by the Security Council, through various briefings and meetings, both formal and informal.	
VII. Triangular cooperation between the Security Council, the Secretariat and the troop- and police-contributing countries	
60. The Special Committee also underlines the importance of interaction between troop- and police-contributing countries and the Secretariat in the early stages of planning, and requests the Secretariat to produce predeployment threat assessments and make them available to troop- and police-contributing countries to new missions before those countries present their pledges to new missions. The Secretariat recognizes the importance of close interaction with potential troop- and police-contributing countries in planning new missions and is committed to sharing threat assessments with them, as recently done during the planning stages for UNMISS.	188
61. The Special Committee reiterates the necessity for troop- and police-contributing countries to be provided with comprehensive briefings on a regular basis on the situation of each peacekeeping operation. The Special Committee urges the Secretariat to meet reporting deadlines and circulate copies of the reports of the Secretary-General in all official languages on specific United Nations peacekeeping operations and encourages the Secretariat to organize regular meetings with troop- and police-contributing countries, ideally one week prior to Security Council consultations on mandate renewals. The Secretariat is committed to meeting reporting deadlines and circulating reports of the Secretary-General in all official languages in a timely manner. The practice of holding regular meetings with troop- and police-contributing countries has been further strengthened, and every effort has been made to systematically hold formal meetings one week before Security Council consultations on mandate renewals.	192
62. The Special Committee underlines the necessity for the Secretariat to provide the Security Council, troop- and police-contributing countries and other key stakeholders with an early assessment of capabilities, force generation and logistic resource requirements prior to the launching of a new operation or a major reconfiguration of a current peacekeeping operation. This requirement is well understood by the Secretariat and will be all the more easily achieved now that a reasonable amount of time exists between the adoption of a Security Council resolution and the start of a mission (with the Brahimi report (A/55/305-S/2000/809) citing six months as a reasonable delay).	196

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63. The Special Committee stresses the importance of regular updating, as often as necessary, of the planning documents by the Secretariat so as to ensure consistency with mandates of the Security Council and of informing troop- and police-contributing countries about those updates, and requests the Secretariat to adopt a mission-specific approach to planning, as appropriate, and to inform them in consequence thereof. The Secretariat and peacekeeping missions have been updating planning documents routinely, in accordance with the requirements of the Security Council and depending on the evolution of the political and security situation on the ground. Troop- and police-contributing countries have been kept informed through meetings and individual briefings.	197
64. Noting the interest expressed by troop- and police-contributing countries, the Special Committee urges the Secretariat to ensure the timely dissemination to members of the Special Committee, of Department of Peacekeeping Operations/Department of Field Support policy papers, guidance and training documents, manuals and regulations, and requests the Secretariat to ensure that such documentation is consolidated, updated and incorporated into a database which can be easily accessed. The Secretariat is in the process of preparing official Department of Peacekeeping Operations/Department of Field Support guidance and training documents to be uploaded to the Peacekeeping Resource Hub. These documents will be password-protected and made accessible to Member States.	199
VIII. Enhancement of African peacekeeping capacities	
65. The Special Committee reiterates its request that the established multidisciplinary African Union Peacekeeping Support Team continue to serve as a coordinating point for all issues in the Department of Peacekeeping Operations related to cooperation with the African Union, and to brief the Committee regularly on its functioning and mandate, particularly with regard to the question of providing much-needed support to the regional and subregional capacity. In this connection, the Special Committee stresses the importance of strengthening the African Peace and Security Architecture. The African Union Peacekeeping Support Team, which has existed since 2006, has been redeployed to the front office of the Assistant Secretary-General for Peacekeeping Operations to increase the profile and prominence of the strategic political and operational relationship between the African Union and the Department of Peacekeeping Operations. The Team chairs a working group on support to the African Union, which includes representatives from all offices of the Department of Peacekeeping Operations, as well as from the Department of Field Support. The United Nations Office to the African Union (UNOAU) in Addis Ababa, which was established in July 2010, has a multidisciplinary staff that works on a daily basis to support the African Union in all aspects of peace and security, including peacekeeping.	208

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66. The Special Committee underlines the importance of addressing the requirements of the African Union in the context of peacekeeping at the continental level. In this regard, the Special Committee takes note of the report prepared by the African Union-United Nations panel on modalities for support to African Union peacekeeping operations (see A/63/666-S/2008/813) and the report of the Secretary-General on support to African Union peacekeeping operations authorized by the United Nations (A/64/359-S/2009/470) and recommends the enhancement of effective partnership with the African Union to improve the planning, deployment and management of African peacekeeping operations. The Special Committee recognizes the need to enhance the predictability, sustainability and flexibility of financing peacekeeping operations undertaken under a United Nations mandate. These issues will be addressed in the report of the Secretary-General on United Nations-African Union cooperation in peace and security (S/2011/805), to be issued in December 2011 and discussed with the Security Council in January 2012.	209
67. The Special Committee reaffirms the need to strengthen training, logistics and other forms of support to the African Union that are crucial for effective and secure peacekeeping. ... The Special Committee therefore stresses the importance of close coordination between all international partners and donors supporting African Union capacity-building, including through enhancing the effectiveness of existing training centres in Africa. The Integrated Training Service is working in close consultation with UNOAU, as well as with training centres in Africa, to help strengthen the peacekeeping training capacity of the African Union. An update on capacity-building and training will be provided in the forthcoming report of the Secretary-General (S/2011/805). UNOAU is working closely with the African Union and its partners to ensure coordination and complementarity of capacity-building efforts through the peace and security cluster of the 10-year capacity-building programme for the African Union. In addition, an informal briefing will be provided prior to the Special Committee's next substantive session.	210
IX. Developing stronger United Nations field support arrangements	
68. The Special Committee underlines the importance of the informal briefings and, in order to enable discussions with troop- and police-contributing countries, requests the Secretariat to continue to provide informal bimonthly briefings on the [global field support] strategy in all its operational aspects. Informal bimonthly briefings have been conducted with members of the Special Committee in 2011. The briefing on 1 February gave an overview of the developments of the strategy's implementation. The briefing on 26 July provided details on progress made by the modularization working group, design activities and development of frameworks for enabling capacities, as well as the introduction of the modularization programme in field missions. On 29 September, the Committee was briefed on the current implementation status of the global field support strategy; the briefing included an overview of the functions proposed for transfer to the Global Service Centre for consideration of the General Assembly at its sixty-sixth session. The fourth	221

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briefing, on 5 December, presented the five-year modularization implementation plan. The next briefing is planned for 31 January 2012.	
69. Taking into consideration that the first module prototype will be available by June 2011 (phase IA module), the Special Committee requests the Secretariat to include in the bimonthly briefing the confirmed phase IA of the modularization concept. The Secretariat conducted two informal workshops with representatives of the Special Committee in the United Nations Logistics Base/Global Service Centre at Brindisi, Italy, and at Headquarters on 5 and 6 April 2011. The 200-person phase IA plan design and the five-year modularization implementation plan are completed. All briefings listed above included updates on the modularization pillar.	222
70. The Special Committee notes the establishment of the Regional Service Centre Steering Committee and requests the Secretariat to include in the bimonthly briefings the arrangements between missions for the establishment of priorities of work attribution in the Regional Service Centre at Entebbe. Briefings on 22 November 2010, 1 February 2011 and 29 September 2011 updated the Special Committee on the regional service centres.	223
71. The Special Committee requests the Secretariat to provide a briefing, prior to the next substantive session, on identified benefits to operational activities resulting from the implementation of the global field support strategy, in particular on how field missions are better supported. The briefing on 29 September 2011 mentioned above addressed this issue.	224
X. Best practices	
72. The Special Committee notes with satisfaction the development of the website of the Policy, Evaluation and Training Division of the Department of Peacekeeping Operations, entitled "Peacekeeping Resource Hub: Policy, Lessons Learned and Training for the Peacekeeping Community". ... The Special Committee regrets that this website is available in only one official language and requests the Secretariat to provide a briefing before the end of 2011 on the steps taken to make the website available in the official languages of the United Nations. The Department of Peacekeeping Operations and the Department of Field Support are currently having a number of frequently used guidance, lessons learned and training documents translated into French to be made available on the Peacekeeping Resource Hub.	226
73. The Special Committee, bearing in mind that major crises, including natural disasters, can have strong effects on United Nations peacekeeping operations, reiterates its requests to the Secretariat to provide the Special Committee with a report on the likely impact that such events may have on missions and how the United Nations is able to respond to them, in particular through contingency planning. This request will be addressed at the informal briefing on crisis management.	227

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74. The Special Committee reiterates its request contained in paragraph 185 of its report (A/64/19) and, taking note of paragraph 80 of the addendum to the Secretary-General's report on the implementation of the recommendations of the Special Committee (A/65/680/Add.1) in relation to contingency planning, requests a briefing before the end of June 2011, on the business continuity planning template referred to in the report, which has been issued to field operations. This request will be addressed at the informal briefing on crisis management.	228
XI. Training	
75. The Special Committee ... expresses concern over the decision of the Department of Peacekeeping Operations regarding the allocation of its resources away from training activities. The Special Committee requests a briefing from the Department of Peacekeeping Operations regarding the projected impact of this decision on the development and delivery of training at a time when training needs are expanding and diversifying, and how the implementation of its partnership strategy, as mentioned in the report of the Secretary-General on the progress of training in peacekeeping (A/65/644 and Corr.1), might offset this impact. The Integrated Training Service has made every effort to reduce the impact of the budget cuts on training development and delivery. However, in the light of the current financial constraints, some adjustments of training programmes, including deferral of some priority training requirements, have had to be made. The Integrated Training Service has partnered with a number of Member States and training institutions in order to meet the needs for training development and delivery. Discussions have been initiated with UNITAR and the United Nations System Staff College on practical measures to improve coordination and maximize cost efficiency in training.	230
76. The Special Committee takes note of the ongoing efforts referred to in the Secretary-General's report on the progress of training in peacekeeping (A/65/644 and Corr.1) regarding cooperation among the Department of Peacekeeping Operations and the Department of Field Support, the United Nations Institute for Training and Research and the United Nations System Staff College with regard to the delivery of the Senior Mission Leadership Course and the development of a common peacekeeping curriculum and scenario-based exercises, which aim at building synergies among training entities. In this regard, the Special Committee requests that the Secretariat keep Member States informed about the implementation of this partnership strategy and report, before the end of 2011, on how such partnerships improve the coordination, effectiveness and delivery of peacekeeping training programmes for peacekeepers. A discussion of training partnerships was included in the briefing on training to the Special Committee on 17 October 2011. The Integrated Training Service continues to seek collaborative arrangements with partners, including Member States and Member State-supported peacekeeping training institutions, in the consultation and pilot phases of training development and in the roll-out of training-of-trainer courses. Consultations with UNITAR and the United Nations System Staff College are ongoing	231

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and focus on practical cooperation. With regard to the civilian core curriculum, discussions are under way with the Staff College concerning a potential inventory of existing courses and other resources that could address recognized gaps in a variety of fields, including strategic planning, integration, mentoring and skills transfer. Regarding the organization and delivery of the Senior Mission Leadership course, discussions continue between UNITAR and the Departments of Peacekeeping Operations and Field Support about how best to leverage their respective comparative advantages and expertise in further developing the course.	
77. The Special Committee requests a consolidated update on predeployment training strategy, regulations and opportunities currently open to Member States to ensure that troops and police committed to United Nations peacekeeping operations are properly prepared for their mission. This briefing should cover, but not be limited to, training for military staff officers, observers and contingents, and individual police and formed police units, and should take account of projects being undertaken by the Office of Military Affairs, the United Nations Police Division and the Integrated Training Service of the Department of Peacekeeping Operations. The Special Committee requests this briefing before October 2011. This update was provided in the briefing on training to the Special Committee on 17 October 2011.	232
78. Predeployment visits are an essential tool in assisting the deploying unit in focusing on the requirements necessary to carry out the mandated tasks of the mission. In this regard, the Special Committee calls on the Department of Peacekeeping Operations to work with troop- and police-contributing countries in designing a visits system which would be mutually beneficial in ensuring a common understanding of United Nations-issued training documents prior to field deployment. The purpose of predeployment visits is to ensure that a troop-contributing country that is about to deploy a contingent to a United Nations peacekeeping operation meets the force requirements. Usually these visits occur only a short number of weeks or months prior to deployment. Training documents should be — and are — available much earlier in the preparation process. Therefore, predeployment visits are not the right instrument to ensure common understanding. At the request of a troop-contributing country, the Office of Military Affairs could dispatch an operational advisory team very early in the preparation process to provide advice on the specific operational challenges in a particular mission and the related mission-specific training.	233
79. The Special Committee supports the efforts of Member States, and regional arrangements within their mandates, to enhance the capacity of peacekeeping personnel at peacekeeping training centres, and encourages Member States to provide further support for these efforts. ... The Special Committee looks forward to receiving a comprehensive briefing on the Department's training guidance materials for those centres, and revised procedures and criteria for United Nations recognition of the centres' courses. The Special Committee	239

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highlights the importance of a more expedited process in the resumption of the recognition process. In addition, the Special Committee requests the Secretariat to investigate the possibility of certifying training centres and to report back before the Committee's next substantive session. A list of materials and a briefing on training recognition were included in the presentation on training provided to the Special Committee on 17 October 2011. The information is also available through the online Peacekeeping Resource Hub. In accordance with established policy, training recognition is focused on specific courses and not on training institutions. A review of the policy and standard operating procedures regarding training recognition will be undertaken in conjunction with the training needs assessment to be conducted in 2012.	
80. The Special Committee recalls paragraph 151 of its report (A/63/19) and reiterates its requests to the Department of Peacekeeping Operations for an update on the progress made on the standardized training modules for potential senior mission leaders and a training package on the integrated mission planning process. A module on the integrated mission planning process is included in the Senior Mission Leadership Course. In addition, the course includes a planning exercise that reflects the integrated mission planning process and runs throughout the course.	240
81. The Special Committee recalls paragraphs 152 and 194 of its reports A/63/19 and A/64/19, respectively, and notes with concern that the finalization of training standards, deployment guidelines for formed police units and specialized training modules for formed police units has not been carried out. The Special Committee requests the Secretary-General to ensure their completion before the end of 2011. The United Nations standardized formed police unit predeployment training curriculum has been finalized, and the first regional train-the-trainer course conducted by the Police Division and the Integrated Training Service of the Department of Peacekeeping Operations was completed on 16 December 2011. The specialized training modules for formed police units have been finalized, and a pilot four-week training of trainers, which included participants from 22 police-contributing countries, was conducted in November and December 2011. The training material will be available upon the conclusion of the pilot training.	241
82. Recalling paragraph 154 of its 2009 report (A/63/19), in which the Special Committee called upon the Secretariat to evaluate the Senior Mission Administration and Resource Training Programme, including the post-course analysis of each programme, and the progress of the integration of the conduct of the programme into the Integrated Training Service, the Special Committee requests the Secretariat to provide a briefing on the findings of the evaluation by the end of September 2011. The findings of an initial independent evaluation of the Senior Mission Administration and Resource Training Programme were presented in the briefing on training provided to the Special Committee on 17 October 2011. Overall ratings by participants in the Programme were positive. A thorough evaluation of the return on investment of the programme, designed to measure results of the training, e-learning	242

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and face-to-face workshops, will require assessment over a longer term (at least three years). A report on the results will be compiled annually on each cycle of the Programme. The data-collection process is currently being improved to include a wider audience, such as heads of units or components and supervisors, in measuring changes in the performance of Programme participants.	
83. The Special Committee notes the sustained increase in the police dimension in a number of missions, and further stresses the need to address shortfalls in the standing force requirement in the field of police, subject to consultations with Member States. The Special Committee underscores the need to maintain an appropriate support and guidance capacity at United Nations Headquarters in order to ensure adequate oversight and guidance for the field and to complement the work of the Integrated Training Service. With regard to the growing expertise required in the peacekeeping missions, the Special Committee requests the Department of Peacekeeping Operations to recommend measures to address the training gap. These issues are addressed in the internal report on the comprehensive analysis of the Police Division, Office of Rule of Law and Security Institutions, Department of Peacekeeping Operations, issued in December 2008, and the forthcoming report of the Secretary-General on the United Nations police (A/66/615).	243
XII. Personnel	
84. The Special Committee notes with concern the ongoing delays in the recruitment and selection process for appointments of military and police specialists in the Department of Peacekeeping Operations. The Special Committee urges the Secretariat to expedite the recruitment and selection system for seconded military and police personnel, with a view to filling vacant positions in a timely manner. After a thorough review of the current recruitment and selection process of military and police specialists in the Department of Peacekeeping Operations and the Department of Field Support, it was agreed with the Office of Human Resources Management that several lengthy steps be discontinued. The new recruitment and selection process is currently being tested as part of phase II of the selection campaign for 2011 advertised on 4 November 2011. Representatives of Member States were briefed about the changes in a series of joint briefings conducted by the Department of Peacekeeping Operations and the Office of Human Resources Management.	256
85. In the context of human resources management and the ongoing reform in this area, the Special Committee recalls that the General Assembly, in paragraph 4 of section VIII of its resolution 63/250, requested the Secretary-General to submit proposals on a strategy to implement an efficient and effective training and professional development programme. The Special Committee reiterates its support for the exploration of this issue, with a view to improving retention of valuable staff in the United Nations peacekeeping bodies. The succession management pillar in the human resources framework of the global field support strategy has the objective of ensuring the adaptability and capability of the mission workforce, enabling the Organization to capitalize on the	258

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investment made in staff development. One of the elements of this pillar is the development of e-learning modules and certification programmes, beginning with human resources management. In early 2011, the Field Personnel Division launched the e-learning human resources management certification programme, an online training programme developed in cooperation with Cornell University. This programme includes a combination of academic and field support-specific courses aimed at enhancing professionalism and ensuring a uniformly high standard of human resources management delivery in the field and at Headquarters. As at 15 November 2011, the programme had 777 participants. In addition, the Integrated Training Service of the Department of Peacekeeping Operations has begun work on the design of a core civilian curriculum for peacekeeping staff in consultation with UNITAR and the United Nations System Staff College, and the Senior Mission Administration and Resource Training Programme remains central to the development of a cadre of professional peacekeeping administrators.	
86. The Special Committee recalls paragraph 4 of section II of General Assembly resolution 64/269, in which the Assembly expressed deep concern about the delays in the settlement of claims in respect of death and disability and requested the Secretary-General to take urgent measures to eliminate the existing backlog of death and disability claims pending for more than three months and to report on the progress made to the Assembly at the second part of its resumed sixty-fifth session. The account of the progress in handling death and disability claims was included in the report of the Secretary-General of 2 February 2011 (A/65/715). Updated figures are contained in annex II to the report of the Advisory Committee on Administrative and Budgetary Questions of 21 April 2011 (A/65/743). As directed by the General Assembly, the Secretariat endeavours to settle all death and disability cases within the prescribed three-month period, except for cases where a longer period of time is required for the determination of the degree of permanent disability. It is noted that some disability claims may remain in process because in all disability cases, the final determination cannot be made until a final medical report detailing the degree of permanent disability is received from the troop- or police-contributing country. The determination can be a lengthy process owing to the long period of time between the occurrence of the incident and the completion of all treatment and achievement of maximum improvement.	265
XIII. Financial issues	
87. The Special Committee notes with concern the difficulties experienced by Member States in providing the data requested in the survey questionnaire under the provisions of General Assembly resolution 63/285. In this regard, the Special Committee requests the Secretary-General to intensify the efforts of the Secretariat, in particular the Department of Field Support and the Department of Management, to work closely with troop-contributing countries with a view to facilitating data collection and assisting in the completion of the questionnaire, in order to maintain the process within the envisaged time frame. In accordance with General Assembly resolution 63/285, the Secretariat disseminated the first survey questionnaire in August 2010 to all Member States that contributed troops or formed police units in the previous three years. The survey was	274

	Paragraph in A/65/19
disseminated to permanent missions and to the highest-ranking official in charge of financial issues in the ministry of defence and ministry in charge of police, where those had been made known to the Secretariat. In accordance with the approved methodology, the first survey is to establish an empirical baseline for consecutive reviews. Following the first survey, three annual surveys are to be conducted, after which the results will be presented to the General Assembly. The second survey was disseminated in August 2011 to all Member States that contributed troops or formed police units in the previous three years. At the same time, the Secretariat invited representatives from permanent missions to a briefing regarding the survey, which was held on 9 August 2011. Approximately 30 representatives from permanent missions attended the briefing. The Secretariat also established a help desk in the Peacekeeping Financing Division of the Department of Management to which Member States could send any questions they might have regarding the survey. Furthermore, at bilateral meetings held with Member States, representatives from the Department of Peacekeeping Operations, the Department of Field Support and the Department of Management have reiterated the request that Member States complete the survey and addressed any questions raised in this regard. As requested by the General Assembly in its resolution 65/289, the Secretariat remains available to assist with any technical questions regarding the survey.	
XIV. Other matters	
88. The Special Committee takes notes of the Environmental Policy for United Nations Field Missions developed by the Department of Peacekeeping Operations and the Department of Field Support, and stresses the importance of peacekeeping missions' taking steps aimed at implementing sound environmental practices. The Special Committee recommends that the Secretariat brief the Committee on United Nations environmental policy, as it relates to field missions, before the Committee's next session. An informal briefing will be provided before the 2012 substantive session of the Special Committee.	278